



# AzimuthCheck



AMERICA'S ARMY – WINNING IN THE RIGHT WAY

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## Army Ethic Reminds us Why, How we Serve

BY MG Willard Burleson III

Commander, 7th Infantry Div.

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I am once again humbled to share a few thoughts, and I am optimistic that they will resonate with all of you; regardless of your branch of service, active, retired, reserve or a family member — every service member holds a unique reason as to why they serve.

I want this to be a reminder of how we serve.

Recently, we celebrated Armed Forces Day and Memorial Day. Independence Day is right around the corner.

These are all days on which we recognize, remember, and honor our military service, our fallen, our past and current achievements and the significant role our armed forces have played in securing and maintaining our way of life in our great nation.

Within our Army seal, as well as on the Drill Sergeant Identification Badge is our motto: This We'll Defend.

We defend our nation as members of the profession of arms and through our honorable accomplishment of the mission.

Our Army Ethic provides the foundation and moral basis for why we exist.



It stems from our country's beginning — the U.S. Constitution, the Declaration of Independence, United States law, the law of war, the Uniform Code of Military Justice, our oaths of enlistment and commissioning, Army values and many other contributing rules and norms.

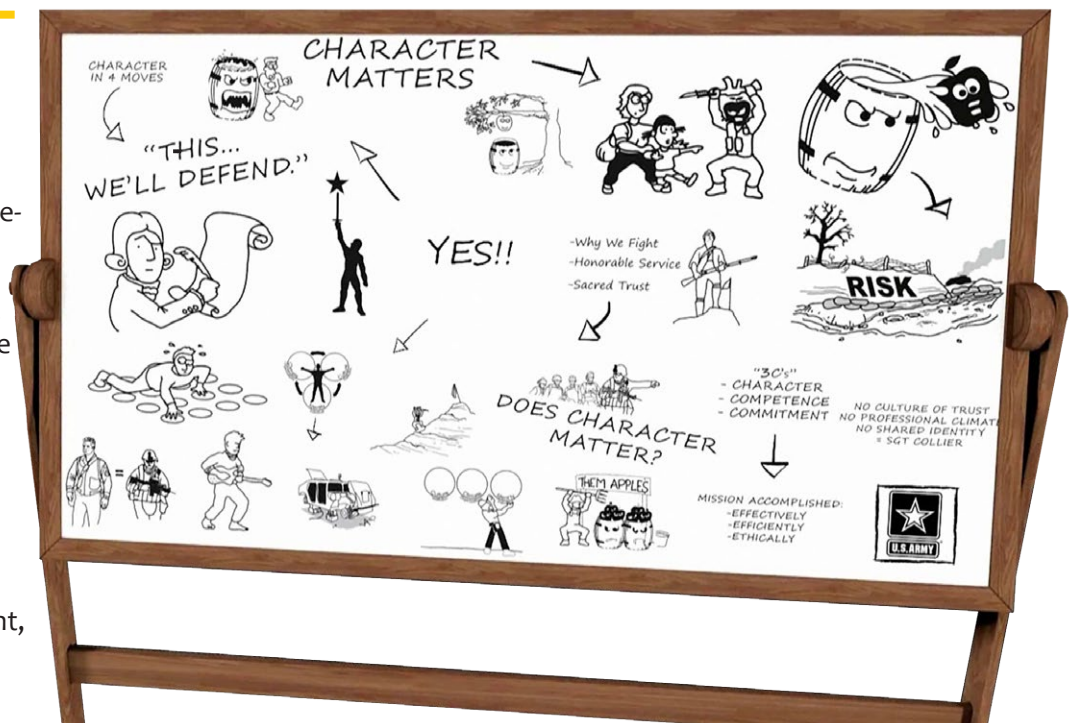
Army Ethic continued on P. 2

## COMING SOON!

### Character Development Video Premieres This Summer

CAPE has an 18-minute Character Development white board video coming out later this summer, but you don't have to wait until then to check it out. CAPE has a preview of the video online here, so you can start to think about the many ways you can use the upcoming video in your Character Development training.

The full version of the whiteboard video is a learning product that provides an explanation of the Army's Framework for Character Development, why character matters in the Army, and why the Army must intentionally develop character in its Soldiers and Army Civilians through the alignment of identity, climate, and culture, with the Army Ethic as our guiding azimuth. With the full version of the video, you will be able to access a training support package to help you integrate Char-



acter Development into your training program.

Please take a look at the preview, share it as you see fit, and keep an eye out for the full video this summer.

Please don't hesitate to [contact us at CAPE](#) for any assistance or information you might need about the video, Character Development, the Army Ethic, or any other CAPE programs.



# CAPE Senior Fellow Emeritus Finds SHARP Solution in Professionalism

Story and photo by Stephen P. Kretsinger Sr.  
Combined Arms Center Public Affairs

The U.S. Army Sexual Harassment/Assault Response and Prevention Academy hosted its second Professional Forum of 2018 in May in Marshall Lecture Hall at the Lewis and Clark Center.

The event was entitled “Can the Army be an effective military profession if sexual assault and sexual harassment are undiminished?” It featured guest speaker CAPE Senior Fellow Emeritus Dr. Don M. Snider, emeritus professor of political sciences at the U.S. Military Academy at West Point, and adjunct research professor at the Strategic Studies Institute, U.S. Army War College.

The purpose of the event was for attendees to gain insights and ask questions of a sexual assault prevention and response professional working in the academic setting. It was attended by current SHARP Academy students, university partners and Fort Leavenworth community members. This professional



forum focused on how the Army is adjusting from mostly a bureaucracy to a profession, and how this paradigm shift will help in the fight against sexual assault and harassment.

“Sexual assault and harassment is eating at the core of what it means to be a professional,” Snider said. “It is a rot

inside the Army – there is no other way to describe it.”

Although Snider said there is no single silver bullet to solving sexual assault and harassment in the Army, he did speak about foundations that need to be in place to continue combating them.

CAPE Fellow, continued on P. 4

CAPE CALENDAR 2018											
January 2018				February 2018				March 2018			
S	M	T	W	T	F	S	S	M	T	W	T
1	2	3	4	5	6	7	1	2	3	4	5
8	9	10	11	12	13	14	6	7	8	9	10
15	16	17	18	19	20	21	11	12	13	14	15
22	23	24	25	26	27	28	18	19	20	21	22
29	30	31					25	26	27	28	29
May 2018				June 2018				July 2018			
S	M	T	W	T	F	S	S	M	T	W	T
1	2	3	4	5	6	7	1	2	3	4	5
8	9	10	11	12	13	14	8	9	10	11	12
15	16	17	18	19	20	21	15	16	17	18	19
22	23	24	25	26	27	28	22	23	24	25	26
29	30	31					29	30	31		
September 2018				October 2018				November 2018			
S	M	T	W	T	F	S	S	M	T	W	T
1	2	3	4	5	6	7	1	2	3	4	5
8	9	10	11	12	13	14	8	9	10	11	12
15	16	17	18	19	20	21	15	16	17	18	19
22	23	24	25	26	27	28	22	23	24	25	26
29	30	31					29	30	31		

**July 23**  
**Army Profession Seminar**  
SHARP Academy,  
Ft. Leavenworth,  
Kansas

**August 14**  
**Army Profession Seminar**  
Senior Army  
National Guard,  
Camp Robinson,  
Arkansas

**September 18-19**  
**Character Development Seminar**  
Army War College,  
Carlisle Barracks,  
Pennsylvania

**September 5**  
**Army Profession Seminar**  
1st Theater  
Sustainment  
Command  
Ft. Knox, Ky.

**September 25-27**  
**Army Profession Seminar**  
7th Army Training  
Center Bavaria,  
Germany

Army Ethic, continued from P. 1

We are members of a profession, we support and defend the Constitution of the United States, and we serve our countrymen and brothers in arms with honor and treat them with dignity and respect.

With this, I offer our Army Ethic as a reminder of what we do and why, and encourage all of you to realize that you are trusted professionals. The Army Ethic is our professional identity and by continuously and consistently demonstrating our character, competence and commitment, we build and maintain trust amongst ourselves, and the people of our great nation.

Note: You can read the Army Ethic in ADRP 1, “The Army Profession,” on the CAPE website:

<http://cape.army.mil/adrp-1>

Find out more about [Army Profession Seminars on the CAPE website.](#)





With the help of West Point's Protocol Office, CAPE frequently interviews senior leaders who visit West Point. Here CAPE Training Officer LTC Shawn Dalton (right) poses questions to CSM Phil Blaisdell, cited for his leadership as a platoon sergeant in the aftermath of the infamous Black Hearts unit in 2006 Iraq. CAPE uses such interviews in videos and products that support the America's Army – Our Profession Campaign and in other Training and Education products.



CAPE's Senior Enlisted Advisor SGM Boris Bolaños gave an Army Profession Seminar at the 2018 Conference of the European Armies for Noncommissioned Officers (CEANCO) in London, England, in May. This year's conference theme was "NCOs: Professional Leaders of Character."



Chief of Staff of the Army GEN Mark A. Milley (above, right) paused to speak to CAPE Deputy Director Glenn Goldman after LTG H.R. McMaster's retirement ceremony at Joint Base Myer-Henderson Hall, Va., in May.

## CAPE Gallery

*CAPE Team members  
spreading the good word*



CAPE's WO Education System Integrator, CW4 Charles Felder (above, right), paid a visit to the US Army Warrant Officer Career College (WOCC) at Fort Rucker, Ala., to discuss the integration of Army Ethic and Character Development within the Warrant Officer Intermediate Level Education (WOILE) and Warrant Officer Senior Staff Education (WOSSE) curricula. CW4 Olga Elliott (left), 1st WO Co. commander at WOCC, participated in the discussions.



CAPE's Army National Guard Liaison Officer CPT John Macuga (right) visited MAJ Brandon Gendron, Executive Officer for 1st Battalion 69th Infantry Regiment in New York City, to share CAPE's mission and current initiatives, such as character development, and to learn more about the Fighting 69th's current operations and storied past.



CAPE team members Pat Toffler (back row, 3rd from the left) and Jeremy Zifchock (back row, right) participated in the recent HQDA Diversity and Inclusion (D&I) Strategy Off-Site. They provided the CAPE perspective as the group refined the D&I problem statement and lines of effort of the D&I strategy for the Department of Army.



# Popular Now

As the Army's proponent for the Army Profession, the Army Ethic, and Character Development, CAPE's goal is to make training and education about the Army Profession straightforward and effective without burdening the organization with more tasks or extensive preparation requirements. Here are a few of this quarter's most popular training aids.



## Army Profession and Ethic Faculty Development Course

This course provides Army Profession and Army Ethic concepts, videos, and scenarios, in accordance with ADRP1, for instructors and curriculum developers to use in faculty development programs. You'll also find ideas for unit professional development programs.

<http://cape.army.mil/tsp/faculty-development-course/>



### Theme Video: Standards and Discipline

Standards and discipline are hallmarks of the Army Profession and are reflected in the professional's decision to do what is right, especially in the face of temptations, obstacles, adversity, frustrations, fatigue, and fear.

<http://cape.army.mil/videos/standards-and-discipline-theme-video>



### Theme Video: The Army Profession

The Army Profession serves under civilian authority to defend the Constitution and the American people. When the Army demonstrates the essential characteristics of trust, honorable service, military expertise, esprit de corps and stewardship, it builds trust with the American people.

<http://cape.army.mil/videos/the-army-profession>



### Theme Video: Trust

This video discusses the Army's responsibility to preserve trust among Soldiers; between soldiers and their leaders; between Soldiers and Army Civilians; between Soldiers, their families and the Army; and between the Army and the American people.

<http://cape.army.mil/videos/trust-theme-video>

## CAPE Fellow, continued from P. 2

"The Army can address sexual assault and harassment much better when it moves its behavior from mostly a bureaucracy to a profession," Snider said. "We have to get out of compliancy mode. It isn't going to work. Today's Army is made up of 80 to 90 percent millennials. They want to be talked to. They want to know 'why' not 'what' only. You motivate millennials differently than past generations."

To truly understand the Army profession is to understand what it means to build a culture of trust, Snider said.

"While we are making some progress, we are not making enough," Snider said. "One of the reasons is because we have not created true cultures and climates of trust. Everyone has to earn the trust: The senior needs to earn the subordinates' trust, the peer needs to earn the peers' trust. Trust is

*To truly understand the Army Profession is to understand what it means to build a culture of trust.*

a complicated thing. It involves the whole human being from the emotional to the cognitive side."

He added that professions are self-policing meritocracies. When peers police peers, these issues can be greatly reduced.

"There are no bystanders in true professions," Snider said. "We have a lot of people in the Army that are here because they want a job. We don't want 'jobbers.' We want people who are called to the profession and are willing to sacrifice for it, and therefore are not willing to be bystanders. If anything's wrong, professionals stand up and address it."

Snider said the fundamental way to shift from a bureaucracy to a culture of profession and trust is with one word: leadership.

"The simple answer is the development of leaders at all levels who know what it means to be a professional," Snider said. "It requires the leader to value that development and put in the time and effort to make the Army a profession and get us out of the bureaucratic over-commitment compliance culture of running too fast and trying to do too many things. A bureaucracy, compliance-based Army, led by transactional leaders will never successfully address sexual assault and harassment."

Col. Christopher Engen, director of the SHARP Academy, said, "As we are trying to increase effectiveness in prevention, we think [Dr. Snider's] insights on how SHARP relates to the wider Army Profession and our Army Ethic are vitally important to the way forward."



## WHO ARE WE?

The Center for the Army Profession and Ethic (CAPE), under the command and control of the U.S. Army Training and Doctrine Command (TRADOC) and its Combined Arms Center (CAC), has been a tenant organization at West Point, New York, since its inception in August 2010.

## CAPE MISSION

CAPE, the proponent for the Army Profession, the Army Ethic, and Character Development, strengthens America's Army as a military profession that inspires trusted Army professionals to honorably fulfill their oaths of service.

**Lt. Gen. Michael Lundy**  
Commander, CAC

**Maj. Gen. Douglas Crissman**  
Director, MCCoE

**Col. Geoffrey Catlett**  
Director, CAPE

**Mr. Glenn Goldman**  
Deputy Director, CAPE